Formal sustained commitment by several organizations to enhance each other’s capacity to a common mission by sharing responsibilities, risks and rewards
Joint Efforts – A word by any other name...

- Network
- Alliance
- Consortium
- Advisory Committee
- Task Force
- Partnership
- Coalition*
- Collaborative

- Group of individuals representing diverse organizations or constituencies who agree to work together to achieve a common goal.

(Feighery & Rogers, 1990)
**Grasstips** – traditional leaders, persons & groups in power

**Grassroots** – indigenous, emerging community leaders & groups
What Makes Collaboratives Effective?

1. Common vision & mission
2. Transformational leadership
3. Committed, engaged members
4. High levels of trust & reciprocity
5. Frequent communication & training
6. Just enough structure & process
What Should Collaboratives Do?

1. Analyze community issue(s)
2. Assess community assets/needs
3. Develop action plan
4. Implement promising/proven strategies
5. Reach community-level outcomes
6. Create social change
Collaboratives Develop in Stages

FORMATION – Build or rebuild

INSTITUTIONALIZATION – Attain goals & full capacity of coalition

IMPLEMENTATION – Plan & implement initial strategies

MAINTENANCE – Continue strategies to reach goals
- Strength in Numbers
- Strength in Relationships
- Strength in Diversity
- Strength in Resources

Benefits of Collaborating
Challenges of Collaborating

- Loss of independence or competitive edge
- Conflict over goals or methods
- Expend scarce resources
- Delays in problem solving
# IGNITE! Framework

<table>
<thead>
<tr>
<th>Part/Stage</th>
<th>Campfire</th>
<th>Coalition/Partnership</th>
</tr>
</thead>
</table>
| **Before You Build It** | • Make sure conditions are right (wind, humidity)  
• Decide on kind & purpose of fire, i.e. for warmth or recreation, size | • Conduct environmental scan or assessment (community readiness)  
• Decide on kind & purpose of collaboration (formal/informal, size, networking or action) |
| **Build It**    | • Gather the right kindling & wood  
• Build good base/infrastructure  
• Decide who will keep fire going | • Gather the right people  
• Build structure for success (mission, roles, rules, work groups, by-laws)  
• Choose/develop leadership |
| **Make It Work** | • Start fire (spark, match, lighter fluid?)  
• Find source of ready fuel supply | • Engage people in assessment and creating a plan of action  
• Motivate/encourage to commit, participate and share resources  
• Initiate strategies |
| **Sustain It**  | • Build good base of coals  
• Feed fire when needed  
• Prepare for ebbing flames  
• Rebuild fire or prepare to douse when finished | • Identify financial/in-kind support to maintain strategies long enough to achieve outcomes  
• Sustain energy/interest in work  
• Spin off strategies & change structure or processes if needed  
• Expand/end collaboration when goals are reached |
Before You Build It
In Building a Collaborative, Ask...

What are priority populations?  
Does geography play a role?  
What is community’s history?  
Does collaborative culture exist?  
What are its assets & challenges?
Build It
Know your Community
Go into the community
Identify people & organizations you want to recruit for your work
Engage members from all relevant community sectors

SKILLS
• Advocacy
• Fund-raising
• Finance
• Communication
• Marketing
• Recruitment
• Leadership
• Planning
Why Members Join & Stay

• Believe in issue & mission
• Build relationships
• Accomplish goals
• Have influence & impact
• Like being informed & up-to-date
Why Members Leave . . .

✓ Don’t feel included or respected
✓ Disagree w/leaders
✓ Conflict with others
✓ Unclear roles or responsibilities
✓ Don’t see results
Vision, Mission & Goals

**Vision**  
(Where we want to be)

**Mission**  
(What we do to reach our vision)

**Goals**  
(Our desired results)
Other Structures

- Bylaws & Guidelines
- Meetings
- Documents
- Communication channels
Develop Transformational Leaders

Inspirational * Influential * Considerate * Stimulating
Make It Work
Make Your Collaborative Work

Engage partners in every aspect of collaborative work
Where the rubber meets the road!

1-year plan of actions needed to achieve your mission & goals
Change Policies, Systems & Environments

Make Your Collaborative Work
Sustain Energy & Interest in Work
Sustain & Diversify Funding

1. Local grants & contracts
2. Member dues
3. Budget allocations
4. Individual/business donors
5. Financial & in-kind contributions
6. Fees for Service
Market Your Collaborative!

Use All Channels to Communicate Your Message!
Evaluate Your Collaborative

<table>
<thead>
<tr>
<th>Inputs/Resources</th>
<th>Strategies/Activities</th>
<th>Outputs</th>
<th>Immediate Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-Term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available resources, fiscal &amp; human</td>
<td>Actions to be taken; action plan</td>
<td>Tangible results or products of activities</td>
<td>Changes in learning, knowledge, skills</td>
<td>Changes in behavior or practice</td>
<td>Changes in systems, conditions or environments</td>
</tr>
</tbody>
</table>

How your efforts... ...lead to change
Spin off strategies & change structure or processes if needed
Ignite Your Collaborative
CAN CHANGE YOUR COMMUNITY!